Cooperation and Team Questionnaire

User Manual

CoTeQ is an online based tool to support daily business routines. It was developed in the course of a joint research project entitled 'TRUST'. The project is funded by the German Federal Ministry of Education and Research (BMBF) and the European Social Fund (ESF). 'TRUST' is conducted in cooperation with research and business partners under the consortial direction of Prof. Dr. Rudi Schmiede at the Institute for Sociology at the Technical University Darmstadt from 2009 until 2012. Please find further information about the project under www.trust-teamwork.de.

TRUST teamwork

Fraunhofer IAO

ISF MÜNCHEN Institut für Sozialwissenschaftliche Forschung e.V.

TECHNISCHE UNIVERSITÄT DARMSTADT

CoTeQ was developed by the Fraunhofer Institute for Industrial Engineering (IAO) Stuttgart, the Institute for Social Research (ISF) München and the Institute for Sociology at the Technical University Darmstadt. These Institutes are responsible for the content of this user manual.

CoTeQ – Unser Manual. Darmstadt 2012

Funded by

Bundesministerium für Bildung und Forschung

ESF Europäischer Sozialfonds für Deutschland

EUROPÄISCHE UNION

DLR Deutsches Zentrum für Luft- und Raumfahrt e.V. Projektträger im DLR

Table of contents

I. What is the 'Cooperation and Team Questionnaire' (CoTeQ)? 4
II. How do I use CoTeQ? 6
III. Interpreting the survey scores and dealing with project matters that require action! 8
IV. Terms of Use, Data Protection 22

Structure of this manual and reading cues

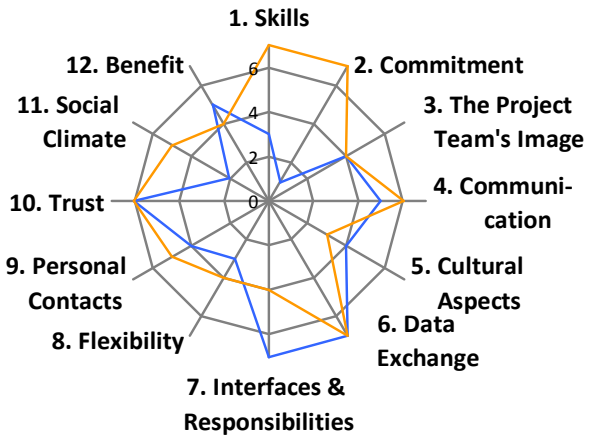
In the first chapter, this user manual introduces you into the basic idea and concepts of the CoTeQ. During the course of the second chapter, it is shown how to use the tool. In the third chapter interpretation guidelines are given to evaluate the survey data. However, depending on how familiar you are with the CoTeQ you may skip the first two chapters and solely draw on the third chapter while discussing the data within the team.

I. What is the 'Cooperation and Team Questionnaire' (CoTeQ)?

The team knows itself best!

Dear User,

'CoTeQ' stands for 'Cooperation and Team Questionnaire'. CoTeQ serves as an analysis-tool for project teams that work together in a cooperation. With CoTeQ it is possible to conduct a very quick and simple survey among project members concerning the quality of their cooperation. It is also possible to regularly accomplish a 'Quick-Check'. CoTeQ deals with the following cooperation dimensions:



CoTeQ poses 20 questions to the project staff. According to the dimension, these questions will then be assigned to twelve axes, as shown in the picture above.

We do not want to give the impression that by applying CoTeQ, it is possible to measure the exact quality of a given cooperation or of an everyday situation in work life. Common evaluation methods, auditing techniques, and benchmarking procedures do not adapt typical everyday situations in a work project accurately. Often, results provided by such tools are not worth the required efforts and costs.

Despite, or maybe because of that fact, CoTeQ has great potential!

What is CoTeQ?

CoTeQ is a digital check-list that allows you to organize and reflect on a cooperation project in a more structured manner.

CoTeQ picks out different subject-matters that need to be considered when building a collaborative, trust-based working atmosphere. These items result from our empirical research on everyday situations in cooperation projects. From our point of view, these questions affect a cooperation as much as technical issues or budget matters.

With CoTeQ it is possible to highlight human and social factors of collaborative working situations that prove to be both enriching and challenging. Thus, CoTeQ touches on critical 'soft' aspects of a cooperation project.

CoTeQ offers 'food for thought', and simplistic ideas that are useful to be considered when trying to solve problems on the operational level.

Nevertheless, CoTeQ does not compensate constructive criticism among colleagues, nor does this questionnaire replace an open discussion and the power of judgment within the cooperation.

Evaluating a collaborative working atmosphere always depends most on its staff members and their lively debate. The team knows itself best!

Furthermore, which actions are required in order to establish a trust-based collaboration, can only be determined from case to case and project-specifically.

How do I get access to CoTeQ?

CoTeQ is available on https://www.trust.iao.fraunhofer.de/admin/index.php

What am I required to do?

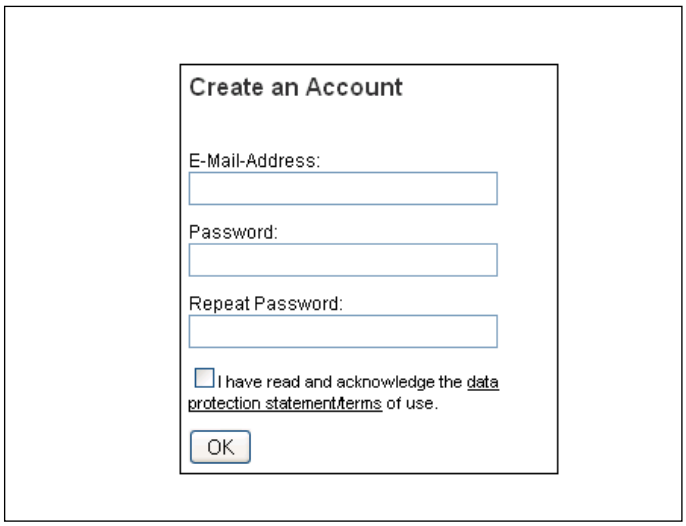
CoTeQ is an online-based tool and very easy to apply. It is not necessary to install software of any kind on your PC. The usage of CoTeQ is free of charge. The steps which have to be taken in order to integrate CoTeQ in your project management activities are described in the following.

II. How do I use CoTeQ?

Step 1: Register as a CoTeQ-user

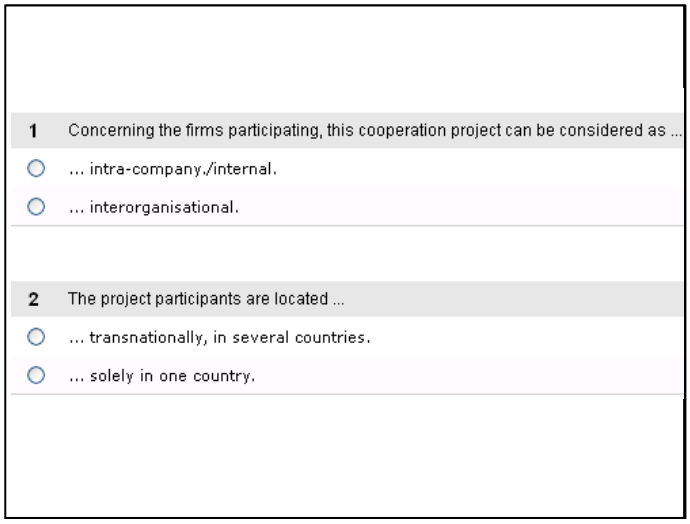
Make use of CoTeQ for you project team by registering at https://www.trust.iao.fraunhofer.de. (The person creating the account will automatically be the administrator.)

All you need to do is provide a valid e-mail-address. CoTeQ will then send you the registration details. Please follow the confirmation link so that your registration is complete!



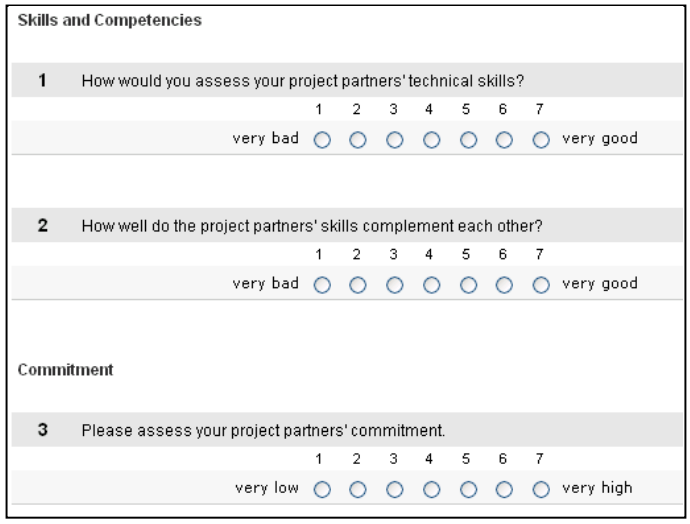
Step 2: Create a CoTeQ-Project and Assign Participants

Once you have registered, you can get started. Enlist all project members that participate in the CoTeQ-survey by entering their e-mail-addresses.
You will also need to provide some basic data on your cooperation project so that a CoTeQ-evaluation can be carried out effectively.


1 Concerning the firms participating, this cooperation project can be considered as ...
... intra-company./internal.
... interorganisational.
2 The project participants are located ...
... transnationally, in several countries.
... solely in one country.

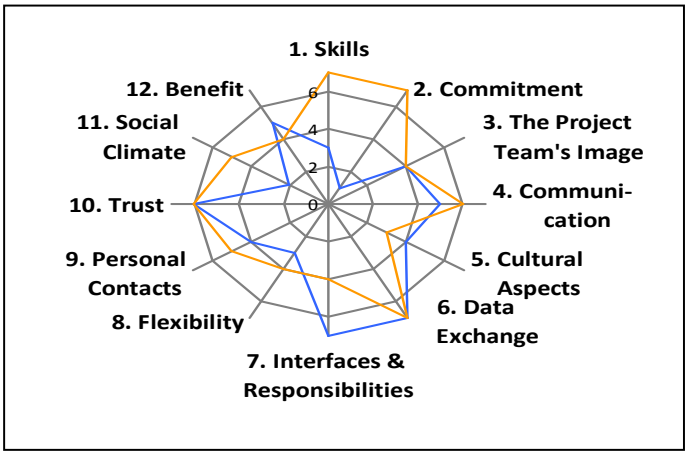
Step 3: Conducting the Survey

The CoTeQ-survey will be distributed to all participants via e-mail.
The survey contains 20 questions covering the 12 dimensions presented in section I. Participants can reply anonymously by simply clicking on a seven-point-scale.
This procedure will not take more than 10 minutes.


Skills and Competencies
1 How would you assess your project partners' technical skills?
1 2 3 4 5 6 7
very bad very good
2 How well do the project partners' skills complement each other?
1 2 3 4 5 6 7
very bad very good
Commitment
3 Please assess your project partners' commitment.
1 2 3 4 5 6 7
very low very high

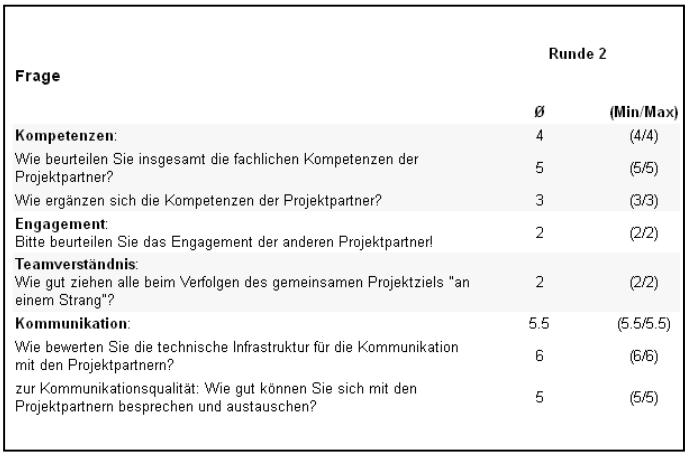
Step 4: Completing the Survey

Once all responses are submitted, CoTeQ will analyze and chart the project team's statements. A Kiviat graph represents average scores on eleven different axes. Along with the Kiviat graph, additional data will be provided to round out the evaluation results.



Step 5: Discussion of results

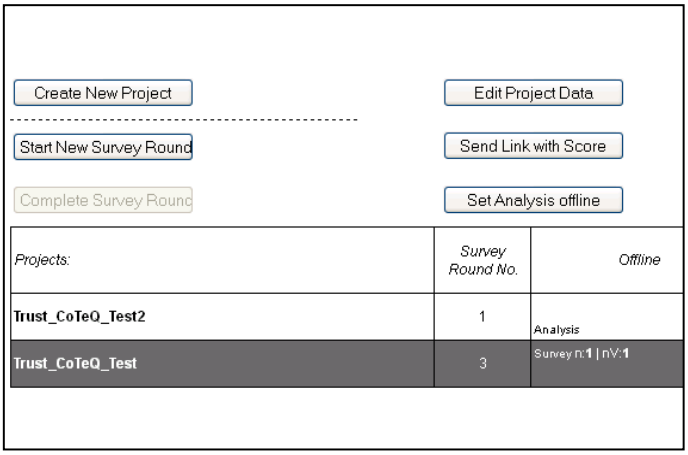
For the project team to view the survey's results, the administrator needs to grant access.
It is advisable to arrange a team meeting for further discussion of the results.
Both, the CoTeQ-tool (online) as well as this manual offer assistance in interpreting the results.



Frage	Runde 2 Ø	(Min/Max)
Kompetenzen:	4	(4/4)
Wie beurteilen Sie insgesamt die fachlichen Kompetenzen der Projektpartner?	5	(5/5)
Wie ergänzen sich die Kompetenzen der Projektpartner?	3	(3/3)
Engagement: Bitte beurteilen Sie das Engagement der anderen Projektpartner!	2	(2/2)
Teamverständnis: Wie gut ziehen alle beim Verfolgen des gemeinsamen Projektziels "an einem Strang"?	2	(2/2)
Kommunikation:	5.5	(5.5/5.5)
Wie bewerten Sie die technische Infrastruktur für die Kommunikation mit den Projektpartnern?	6	(6/6)
zur Kommunikationsqualität: Wie gut können Sie sich mit den Projektpartnern besprechen und austauschen?	5	(5/5)

Step 6: Follow-up surveys

CoTeQ allows you to run follow-up surveys. Your project team's scores obtained in each run through are automatically saved. Given that a survey is to be conducted again at a later point in time, this enables a project team to compare results. And, thereby it is possible to monitor the quality of cooperation in the course of time.



Data Protection

Please make sure that all participants are informed about the following hint:

In order to use CoTeQ effectively, please bear in mind that this tool depends strongly on its users' honest responses!
CoTeQ users can be certain that any data concerning the project as well as personal information given in the survey will remain anonymous. Therefore, no project member can be tracked by his personal statements. Given this fact, you may honestly give your own opinion without constraint.

III. Interpreting the survey scores and dealing with project matters that require action!

These guidelines assist you in understanding the different dimensions of cooperation that CoTeQ picks out in order to measure the quality of cooperation. The dimensions are:

In this chapter, we will elaborate briefly on each of the eleven dimensions. You will also get to know, how to interpret your CoTeQ-score properly. We do not intend to tell you exactly what actions need to be taken in certain areas. We can only make a few recommendations and encourage a constructive debate among project staff.

Remember: The team knows itself best!

1. Skills

CoTeQ-Questions: ‚How would you assess your project partners' technical skills?' *and*
'How well do the project partners' skills complement each other?'

Explanation

A good and effective cooperation depends strongly on the skills and competencies of the team members involved in the project. If skills and competencies are allocated reasonably, then a successful and trust-based collaboration is possible.

CoTeQ-Score

If the results of your CoTeQ-survey show a low score in this area, the possible reasons are:

- Team members doubt that their colleagues have sufficient technical skills.
- The team requires specific competencies that are necessary in order to work effectively.
- Competencies could be cast double and therefore lead to differences in opinion among team members.

Recommended Course of Action

You could...

- identify and display the team members' skills and competencies, as well as personal attributes of all team members. Then find out how well they fit together for the project.
- in inter-organizational projects: schedule a meeting with all project partners to discuss the composition of the project team.
- for internal projects: re-think the current composition of the project team together with managers from the different divisions and/or company sites.
- take measures in order to develop the project team's skills and competencies (if necessary in addition to human resources development).

Conclusion: A team's performance is based on the coordination of the project members' skills and competencies!

2. Commitment

CoTeQ-Question: 'Please assess your project partners' commitment.'

Explanation

In order to achieve a trust-based and successful collaboration, there needs to be a give-and-take relationship concerning project partners' commitment. Collaborative work will only take place, if all team members commit themselves equally to the project's success. Many times, problems arise in the course of a project if one party is either under the impression that they are contributing more than the other team members, or if there actually is an imbalance regarding different partners' commitment. Thus, each party collaborating in the project needs to be certain to receive a quid pro quo from the other project partners.

CoTeQ-Score

If the results of your CoTeQ-survey show a low score in this area, the possible reasons are:

- In the course of a project it can occur that an 'us-versus-them'-mentality has formed between different project parties, e.g. persons, groups, divisions, sites, or even companies.
- It may occur that team members show insufficient commitment due to strong competition among project partners. A situation of competition either really exists, or team members have the impression of a competitive atmosphere in the project. In either case, it can have a negative impact on the quality of cooperation in the project.
- It is possible that project members' contributions are not visible to their colleagues. In this case, some team members may be under the impression of contributing more to the project's success than others. The reasons for this imbalance can differ: Obviously, there are work tasks that are not as visible as others. And, one team member might also be more extroverted than another.

Recommended Course of Action

Depending on your analysis-score you should...

- consider how to strengthen the group identity within the team. (You could organize team building events such as a joint workshop or designing a poster together for the project together.)
- consider how to emphasize the necessity for a co-operation and underline the advantages of a successful collaboration. It must be your goal to achieve a strong and clear commitment among all project partners.
- consider how to improve communication within the project team so that each member's contributions become more apparent to everyone involved.

Conclusion: Collaborating effectively requires the certainty among all project parties that everyone commits himself equally to a successful outcome.

3. The Project-Team's Image

CoTeQ-Question: ‘How well do project members pull together in order to achieve the project's goals?’

Explanation

Collaborative projects may differ strongly depending on the team's identity. A team can be characterized by a shared image, such as a very pronounced „us-feeling“, or there can be feelings of antipathy and aversion among team members. Depending on a team's identity, a collaboration can be successful or fail.

Especially in the context of trust-based cooperation where project partners share a common goal, it is urgently necessary for team members to see themselves as part of the whole and to trust in each other. It needs to be understood that a collaboration will only succeed, if everyone pulls together.

CoTeQ-Score

If the results of your CoTeQ-survey show a low score in this area, the possible reasons are:

- There is the impression within the project that some partners make solo efforts and possibly benefit more than others.
- There is a high degree of anonymity among project staff, and there are few opportunities for team members to get to know each other personally, e.g. in face-to-face meetings.
- Team members do not clearly recognize their commonly achieved goals.
- In the course of the project it may occur that team members have made bad experiences with some of their colleagues.
- There might be resentments or open conflicts among some project staff.

Recommended Course of Action

You could…

- point out the common goal to the project team. You should emphasize that this goal can only be achieved effectively in a collaborative cooperation.
- make clear that since the whole team sits in one boat, it is impossible for one party to benefit from the others' failure.
- take team-building measures to improve the group's identity.
- if necessary, consider using mediation techniques in order to settle certain disputes, and engage in conflict management.

Conclusion: A team that identifies as a whole and pulls together is able to reduce inefficiencies to a minimum.

4. Communication

CoTeQ-Questions: 'How would you assess the technical infrastructure for communication in the project?' *and* 'Concerning the quality of communication among project partners, how well are you able to exchange and discuss views/ideas/issues with them?'

Explanation

For a project's success, communication is a critical factor. Possible challenging issues are physical distances among project members, time (considered as a resource), and it may also be difficult (especially during early stages of a project) that team members do not know each other personally. Further, effective communication depends on the team members' language skills as well as the use of appropriate communication tools. In other words: Communication includes social, economical, and technical aspects.

CoTeQ-Score

If the results of your CoTeQ-survey show a low score in this area, the possible reasons are:

- The project's technical communication infrastructure is insufficient. Apart from using E-Mail and telephone, it can be helpful to additionally communicate via instant messaging, video telephony and video conferencing, as well as face-to-face meetings.
- Without knowing each other personally, it may be difficult for project partners to establish a basis for communication. Time issues might also play a role.
- Sometimes communication is rather difficult among project staff due to personal reasons.

Recommended Course of Action

Check whether…

- the existing technical infrastructure functions well and sufficiently in order to allow an effective communication.
- whether the given amount of time allows for an effective communication.
- whether there is an atmosphere of resentment, discontentment and/or dissatisfaction among project team members.

Conclusion: Success in a project is unthinkable without a well functioning mode of communication. An effective communication is a precondition for the project's successful outcome.

5. Cultural Aspects

CoTeQ-Questions: 'The agreed common language in the project is English / German / any other language: How effectively are team members able to communicate in this language?' *and*
'Given a certain degree of diversity among project members (regional, national, cultural backgrounds, different corporate cultures, etc.), how does this affect a successful collaboration?'

Explanation

Challenging situations in the context of transnational collaboration projects can arise in the areas of language and cultural diversity. It is therefore necessary for team members to have adequate language skills and to get training, if needed. Furthermore, cultural diversity is given in most working environments. This can cause problems among colleagues, if there is a lack of cultural awareness or acceptance among team members. It is essential for project members to consider differences and behave respectfully towards colleagues.

CoTeQ-Score

If the results of your CoTeQ-survey show a low score in this area, the possible reasons are:

- Project partners are not able to communicate effectively due to language problems. Having the same language skills does not necessarily mean that everyone speaks the same 'everyday language'.
- Project partners are not aware of the fact that cultural differences influence communication. That is why one team member might misunderstand his colleague's manners as rude behavior or even misbehavior.
- Cultural differences also involve areas outside of work. E.g., in some countries it is common practice to spend leisure time with the colleagues from work.
- There might be differing interests among project partners that are misinterpreted as cultural discrepancies.

Recommended Course of Action

Clarify, whether...

- the team members are able to speak the common language well enough so that collaboration is possible.
- meeting minutes of all important team meetings are taken so that a debriefing is possible, if needed.
- all project partners are aware of their colleagues' specific cultural characteristics and specialties.
- Organizational measures are being taken in order to balance cultural differences. Further, the company could arrange for a social event (e.g. a joint dinner) so that there is a chance for all team members to get to know each other personally.

Conclusion: Without cultural knowledge and awareness, it may be difficult for team members of different cultural backgrounds to collaborate in a project. If cultural diversity is understood as a vital resource, everyone will consider the project as enriching.

6. Data Exchange

CoTeQ-Questions: 'Are you satisfied with the data flow, e.g. how urgently needed data are provided to you by other project partners?' *and*
'From your perspective, how would you assess the ratio between 'loss of expertise' and 'knowledge gain' within the project?'

Explanation

It is essential in projects that team members exchange mentionable amounts of data. This data may contain sensitive information and/or confidential corporate knowledge. Thus, in order to ensure a constant information flow, or to avoid knowledge drain, all project partners are demanded to handle data exchange in a responsible and secure manner.

CoTeQ-Score

If the results of your CoTeQ-survey show a low score in this area, the possible reasons are:

- Team members are not informed thoroughly enough about when and which data are allowed to be disclosed.
- Team members need to take extensive information paths until they are able to provide data required by their colleagues.
- Due to various reasons (e.g. mistrust), some team members (knowingly or unknowingly) detain required information from colleagues.
- One party has the impression that the amount of data provided to other project partners is much higher than the data that others provide in return.
- The measures taken concerning the protection of corporate knowledge are too strict in order to allow a constant information flow between different project parties.

Recommended Course of Action

You could…

- agree on transparent and obligatory rules in order to regulate the handling of data exchange.
- improve the way team members communicate, given that regulations concerning data exchange already exist.
- inform team members about the inbound and outbound data flows so that everyone is able to realistically assess inputs and outputs.
- enhance trustful relations among project partners. Establishing trust-based relations in the project minimizes the risk of team members detaining data/information/knowledge due to reasons whatsoever.
- arrange an open discussion in order to raise issues about suspicious situations or even mistrust among team members. If misuse of data exchange has actually occurred or someone's trust has been betrayed, this is the time when measures need to be taken in terms of data protection and an obligatory handling of data exchanges.

Conclusion: A regulated and fair data exchange is vital for an effective collaboration.

CoTeQ-Question: ‚Please assess how well interfaces and responsibilities between project partners are defined.'

Explanation

Bridging interfaces between project partners (e.g. firm divisions, sites and companies) is a critical factor for a successful cooperation. It is advisable to discuss and allocate responsibilities and competencies among all project partners, as well as document the results in written form (e.g. contract specifications, product books, etc.). Taking precautions at an early stage of the project is vital for cooperation.

CoTeQ-Score

If the results of your CoTeQ-survey show a low score in this area, the possible reasons are:

- From the team members' perspectives, interfaces and responsibilities have not been defined precisely enough.
- Interfaces and responsibilities may have been defined concisely on a management level but these agreements have not been communicated to the entire project staff.
- Although interfaces and responsibilities have initially been defined, in the course of the project they require modifications. The original definitions and agreements do not meet the current requirements of the everyday project activities.

Recommended Course of Action

Clarify whether...

- interfaces and responsibilities have been sufficiently defined and/or allocated.
- the project staff is familiar with the respective agreements.
- whether agreements concerning interfaces and responsibilities require modifications.
- there are trustful relationships among project partners. If good relationships among colleagues exist, precise definitions of interfaces and responsibilities become negligible.

Conclusion: A project is successful if interfaces are precisely defined. Greater success is possible, if a project team is capable of dealing dynamically with interfaces and responsibilities.

8. Flexibility

CoTeQ-Questions: 'From your perspective: How do project partners deal with changes in the course of the project?'

Explanation

Extensive advance planning and (preferably) regulated processes facilitate a project's success. Although especially in innovative projects, unforeseeable changes and adjustments often become necessary. This requires a certain level of flexibility and responsiveness among project partners in order to meet the need for modifications appropriately (within valid boundaries).

CoTeQ-Score

If the results of your CoTeQ-survey show a low score in this area, the possible reasons are:

- Project partners do not respond appropriately when project procedures urgently require modifications and adjustments.
- The demand for flexibility and quick responsiveness in the project has not been communicated clearly enough among team members.
- The required changes and modifications are considered to be counterproductive among team members.
- Due to rather inflexible organizational conditions and rigid control mechanisms within the project, team members can not respond adequately to changing requirements in the everyday project activities.

Recommended Course of Action

Clarify whether...

- the organizational structure of the project allows an adequate balance between the requirements for flexibility and stability.
- all team members are aware of the project's organizational structure as well as the corporate culture. Project members that usually work in rather hierarchic organizations do not necessarily have the ability to work independently and autonomously.
- project team members are aware of their respective 'room for maneuver'.

Conclusion: Flexibility considered as an ability to flexibly meet changing requirements is a vital factor for state-of-the-art collaboration.

9. Personal Contacts

CoTeQ-Questions: 'In order to achieve a successful collaboration or, at least, improve working procedures: How well do project partners get to know each other personally?' *and*
'What is your opinion on face-to-face meetings among team members: How do they correspond to the project's requirements and demands?'

Explanation

Based on our research we know that in order to establish a trust-based collaboration, it is very important for team members to get to know each other personally. This is a critical factor for a successful project. Personal contacts among project members enable colleagues to anticipate their co-workers' characters, behaviors, goals, and the different ways how one works. Thus, trust-based collaboration is so much easier where colleagues do not feel like strangers towards each other. Furthermore, problematic issues and challenging situations are much easier straightened out where team members know each other personally.

CoTeQ-Score

If the results of your CoTeQ-survey show a low score in this area, the possible reasons are:

- It may occur that team members who are required to collaborate on a certain subject, have never met before (e.g. due to large geographical distances). Thus, their anonymity prevents them from achieving successful outcomes.
- Face-to-face meetings or opportunities allowing for colleagues to communicate on a rather informal level might not be given due to restricted time resources and/or financial budgets.
- There might be personal dissonances among project members.
- If too many meetings are scheduled, this can put a strain on the team members involved.

Recommended Course of Action

You could…

- organize a 'meet and greet' workshop at the beginning of a collaboration so that project members get to know each other, and to allow everyone to become aware of themselves as colleagues. Possible chances and advantages of the collaboration as well as possible risks could also be discussed in the course of such an event.
- visualize the "team landscape", that presents photographs and contact details of all team members. Knowing project members' names and faces enhances a certain familiarity and is vital for the establishment of trustful relations among colleagues.
- provide for opportunities previous or subsequent to project meetings where team members spend some time together so that they get to know each other better.
- try to determine whether too many (time consuming) meetings are scheduled. If so, then it might be helpful to narrow the number of scheduled meetings (e.g. by splitting fields of activity).

Conclusion: Personal contacts are essential among project members so that a collaboration is effective and successful. This should not be underestimated.

10. Trust

CoTeQ-Questions: **'**How reliable do you find your project partners' statements?' *and*
'What is your opinion on the bond of trust among project partners?'

Explanation

Trustful relations among colleagues in a collaboration project provide significant advantages: Regulatory demands and requirements for control can be reduced, thus transaction costs decrease. Further, trust enhances the ability of a project team to work together efficiently, creatively and in a stable manner. Nevertheless, trust can also be misused, in order to enforce individual interests. In practice, it is very common for project partners to mistrust one another. After all, the different firms and persons in-

CoTeQ-Score

If the results of your CoTeQ-survey show a low score in this area, the possible reasons are:

- Project partners are perceived as unreliable.
- There are no trustful relations among project partners.
- The cooperation is perceived as a permanent competition, and/or as a situation of enduring conflicting interests.
- Conflicts and challenging issues remain undiscussed.
- Mistrust has evolved as 'modus operandi'!

Recommended Course of Action

Clarify whether...

- in the past, commitments to the project were not fulfilled by certain team members.
- project partners have at their disposal appropriate methods to communicate effectively, and whether sufficient options for knowledge transfer exist (also see topics 4 and 6).
- the different project parties perceive themselves as competitors rather than partners.

Conclusion: Trust transforms a project into a collaboration. Building trustful working relations requires time and needs to be animated by the persons that seek to work collaboratively and successfully.

11. Social Climate

CoTeQ-Questions: 'How would you assess the current social climate in the project?' *and*
'What is your opinion on the handling of mistakes that occur in the project?'

Explanation

A good social climate and respectful relationships among team members are vital factors for an innovative and successful collaboration. The quality of the working atmosphere becomes visible, when challenging issues arise in the course of the project. Such challenges can be personal discrepancies among project members as well as problems or obstacles in the work process that remain unsolved, etc. Whereas a positive atmosphere promotes project members' ability to perform and their motivation, a poor social climate on the contrary affects both motivation and performance and also has a negative impact on people's health.

CoTeQ-Score

If the results of your CoTeQ-survey show a low score in this area, the possible reasons are:

- The different project parties blame each other for occurring problems.
- The team members do not know each other personally.
- The main focus in the project seems to lie on challenging issues, risks, and/or time and cost pressure.
- Successful achievements brought by the cooperation are not communicated to the project team.
- As soon as problems arise or mistakes are made, team members rather search for guilty ones instead of finding solutions.
- There are personal conflicts between some project members.

Recommended Course of Action

Clarify, whether…

- team colleagues know each other personally and value each other.
- the team seeks for solutions rather than guilty parties when problems arise or mistakes have slipped in
- not only failures and delays are being communicated but also positive achievements of the cooperation.
- additional measures concerning team building could be useful in order to approve the social climate among project members.
- you can be of assistance when it comes to tackling mistakes (e.g. arranging for a mediation).

Conclusion: A good social climate in the project is an indispensable condition for an effective collaboration.

12. Benefits

CoTeQ-Questions: 'From your point of view: How does your company benefit from taking part in such a project/ collaboration?' *and*
'Chances and risks that result from such a collaboration, how evenly are they distributed among project members?'

Explanation

In a successful trust-based cooperation it is essential that all project partners may benefit from their commitment. In order to achieve a good social climate within the project, each project partner needs to recognize his respective advantages and possible gains. Ideally, the cooperation project is a win-win-situation.

CoTeQ-Score

If the results of your CoTeQ-survey show a low score in this area, the possible reasons are:

- The possible benefits obtained by the collaboration are assessed as too limited.
- Possible benefits and advantages of the collaboration are obvious to team members, but chances and risks are not spread evenly among project partners.
- In the run up of the project, possible benefits brought by the collaboration have not been pointed out.
- The project members are not convinced of the predicted benefits.

Recommended Course of Action

You could…

- (e.g. in a meeting) point-out clearly the win-win situation of the collaboration project and document this in written form.
- discuss the distribution of chances and risks among project partners and – if required – admit changes.
- In order to clarify existing reservations among project partners, try to detect these.

Conclusions: Without clearly pointed out benefits, project members will not be able to value the advantages of a collaboration, and thus it will be difficult to establish an efficient work flow.

13. Open Question

CoTeQ-Question: ‚Are there – in your opinion – any other important subjects concerning this cooperative project, that need to be discussed among the project partners?'

Explanation

At the end of the CoTeQ-Survey, team members have the opportunity to discuss topics and issues that have not been covered by the previous questionnaire. This open question is an indispensible part of a team's self-analysis. Hence, it is in the open question where concrete issues can be raised that are significant for the project's progress.

Interpretation

Read carefully through all project members' statements. Do not omit any items in a subsequent team meeting. Team members expect you to take their statements and opinions seriously. If you have received a large amount of responses, try to sort them by different subject areas in order to diligently cover all concerns.

Recommended Course of Action

The actions that need to be taken, strongly depend on the concerns and statements given in this section. That is why, beforehand, we can not make any recommendations.

Conclusion: Be diligent to listen closely to what team members have to say. Team members' statements enable you to discover a large scope for improvements in the project!

IV. Terms of Use and Data Protection

All data produced during the usage of CoTeQ will be treated strictly confidential.
The use of CoTeQ is free of charges. However, its application supports scientific research about quality of cooperations within teams. The involved institutes (Fraunhofer IAO, IFS München and the Institute for Sociology, TU Darmstadt) reserve the right to analysis the data that have been gathered by companies which apply CoTeQ, for scientific purposes. No data will be handed to any third parties. The data set will be anonymized and presented in case of publishment in the form of scientific papers or presentations. No conclusion to any participating company will be possible at any time. The research staff is bound to scientific code of ethics.
Further information about data privacy is available here:
https://www.trust.iao.fraunhofer.de/english/admin/index.php